ITS Project Management Office

PMO Playbook

2024 - 2025

COLORADO COLLEGE
Office of Information Technology Services

PROJECT MANAGEMENT

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Introduction

Welcome to Colorado College's IT Project Management Office (PMO[1]) Playbook, a comprehensive guide for effective, collaborative project management across IT initiatives and within the PMO team. This playbook outlines the roles, principles, methodologies, and procedures that guide the PMO's work to align IT projects with Colorado College's broader mission.

Objectives

As Colorado College's reliance on technology deepens, the IT PMO serves as a central force for structured management of IT projects that strengthen our institutional resilience and adaptability. Our objectives are as follows:

Standardize Project Management Practices

Establish and document PMO processes and methodologies to ensure a comprehensive, accessible reference for managing IT projects efficiently.

Enhance Visibility and Accountability

Streamline projects through strategic governance to maximize visibility and accountability, balancing sustainable resource allocation with institutional goals.

Foster a Collaborative Culture

Encourage continuous learning and open feedback channels, supporting respectful, interdependent teamwork.

Deliver Results Aligned with College Goals

Manage IT projects in alignment with Colorado College's strategic vision, fostering a culture of excellence, inclusivity, and innovation.

Code of Conduct

The Code of Conduct reflects Colorado College's foundational values, defining our commitment to ethical, respectful, and inclusive project management. All team members and stakeholders are expected to adhere to these principles in their interactions within the PMO.

Inclusivity and Diversity
We embrace diversity and are committed to creating a space where all voices are heard, valued, and respected. This environment drives creativity, fosters innovation, and strengthens the impact of our projects.

Collaboration and Transparency
We prioritize collective success, encouraging teamwork and supporting individual contributions that drive our projects forward. Collaboration strengthens our work, creating a foundation for impactful, sustainable outcomes. Open and transparent communication and accessible information are essential for accountability. Stakeholders are kept informed and engaged at each stage, allowing for clear, timely, and accurate insights into project progress. Feedback is encouraged, ensuring that every team member and stakeholder can freely share ideas, concerns, and insights.

Continuous Learning and Growth
Committed to professional growth, our PMO embraces the latest industry advancements and encourages ongoing training. Our affiliation with PMI reflects our dedication to best practices and innovation in project management.

Resource Management
We prioritize efficient and ethical use of resources, balancing current needs with sustainability to ensure our projects positively impact both the college and the broader community.

Project Roles and Responsibilities

This section outlines the roles and responsibilities of each member involved in a project managed by the PMO, providing clear guidance on expectations, deliverables, and communication. The purpose is to ensure that all team members, from sponsors to task owners, understand their unique contributions and how they interconnect to drive the project to successful completion.

Project Manager Role

As project managers, our responsibility is to enable task owners and project teams to execute their responsibilities effectively, on time, and with the resources they need. Project managers are facilitators, organizers, and communicators, working to keep projects on track and stakeholders informed. Key duties include:

Information Gathering

Project managers proactively gather and clarify project details, requirements, and updates from relevant stakeholders. This includes identifying project goals, deadlines, resources needed, and constraints that may affect delivery.

Documentation Management

Project managers create, update, and maintain all documentation related to the project. This includes scope definitions, timelines, meeting notes, summaries of decisions, and change logs. Well-maintained documentation ensures continuity and clarity throughout the project lifecycle.

Scheduling and Leading Meetings

Project managers coordinate and lead project-related meetings. Responsibilities include setting agendas, managing time effectively during discussions, ensuring a clear focus on key issues, and tracking action items. This role also includes managing project-related logistics, such as meeting schedules and room bookings.

Providing Updates and Summaries

After each meeting, project managers distribute concise summaries that include key decisions, action items, and upcoming deadlines. They are also responsible for sending regular project updates to keep stakeholders informed and aligned on project status.

Tracking Next Steps and Deadlines

Project managers monitor tasks and follow up with task owners as deadlines approach. They support task owners in overcoming obstacles and adjust schedules as necessary to maintain progress.

Logistics Coordination

Project managers handle all project logistics, including booking meetings, arranging resources, and ensuring timely availability of materials. This extends to coordinating with departments and stakeholders, ensuring smooth scheduling, and proactively resolving conflicts.

The ultimate role of the project manager is to ensure that all team members and stakeholders are aligned, informed, and equipped to complete their work on time, creating an environment where each contributor can perform effectively and collaboratively.

Sponsor Role

The Sponsor provides strategic direction, oversight, and support for the project, ensuring alignment with organizational goals. The sponsor is a senior leader or executive who champions the project's success, offering guidance, resources, and influence when necessary. Key responsibilities of the sponsor include:

Project Alignment

Ensuring that the project aligns with broader strategic goals and that it remains a priority within the organization.

Resource Allocation

Providing access to necessary resources, including personnel, technology, and funding, to support project objectives.

Decision-Making and Issue Resolution

Serving as the final decision-maker for high-level issues that impact the project's direction, goals, or timelines.

Stakeholder Engagement

Engaging other senior leaders and stakeholders to foster support and understanding of the project's goals and benefits.

The sponsor is instrumental in securing the project's success by reinforcing its importance and providing the authority needed to address major obstacles.

Functional Lead Role

The Functional Lead is a subject matter expert who guides the project in their area of expertise. They bridge the gap between the project management team and specific departments, ensuring technical or functional requirements are met. Key responsibilities include:

Technical/Functional Expertise

Offering specialized knowledge to ensure that all project components are feasible and align with department standards.

Task Direction and Oversight

Overseeing task completion within their functional area, guiding the project team or task owners in implementing functional requirements accurately.

Support to Project Manager

Working closely with the project manager to provide insight on timeline feasibility, resource requirements, and potential challenges related to functional tasks.

Cross-Departmental Coordination

Collaborating with other departments or functional areas to ensure that dependencies are managed, and resources are available when needed.

Functional leads ensure that the project aligns with technical and functional standards and requirements, playing a critical role in bridging departmental needs with overall project goals.

Task Owner Role

The Task Owner is responsible for completing specific tasks within the project. Task owners may be subject matter experts, team members, or specialized personnel accountable for delivering components of the project on time. Key responsibilities include:

Task Completion

Fulfilling the requirements of their assigned tasks accurately and within specified deadlines.

Progress Updates

Providing regular updates on task status, identifying potential risks or delays, and proactively communicating any obstacles to the project manager.

Collaboration

Working with other team members to ensure smooth integration of their work with other project components, addressing dependencies, and supporting overall project timelines.

Documentation and Handover

Documenting task progress, challenges, and solutions, and ensuring a smooth handover if their task impacts subsequent project phases.

Task owners are integral to project progress, as they deliver the specific work required to achieve project milestones, ensuring timely and quality completion of their tasks.

Project Team Role

The Project Team consists of all contributors who work collectively to achieve the project goals. Members include the project manager, task owners, functional leads, and other involved personnel. Each team member contributes unique skills and perspectives to drive the project forward. Key responsibilities include:

Collaboration and Communication

Regularly communicating with the project manager, task owners, and other members to ensure alignment, share progress, and address issues.

Timely Execution of Responsibilities

Completing assigned tasks and responsibilities within agreed timelines to support overall project timelines.

Participation in Meetings and Updates

Attending project meetings, providing input, and participating in discussions on project status, challenges, and next steps.

Support for Project Goals

Working collaboratively to support project goals, identifying areas for improvement, and proactively addressing any potential obstacles.

Each project team member is essential to project success, contributing to a supportive and collaborative environment where goals can be achieved efficiently and effectively.

PMO Structure

Director, Project Management & Outreach - Responsible for overall PMO vision, strategy, and operations. Reports to VP & CIO.

Project Manager - Business Analyst - Elicits, analyzes, documents, and validates business and technical requirements.

Project Coordinator - Automation - Oversees development of workflows, dashboards, and automated solutions.

Project Coordinator - Communication & Outreach - Creates training materials, change messaging, and drives transparent communication and adoption.

PMO: Expectations of Team Members

This guide outlines the expectations for all team members as the PMO shifts to full operations. These expectations aim to foster collaboration, ensure accountability, and align with the PMO's goal to manage projects efficiently while supporting professional growth.

1. Task Management & Daily Updates

Regularly update tasks in Monday.com to reflect progress, next steps, or blockers. Even if there's no change, add a brief note for transparency. Daily updates help the team stay aligned and ensure smooth collaboration.

Best practice: Break larger tasks into smaller, actionable milestones to make tracking easier.

2. Communication & Stakeholder Engagement

Provide weekly updates to stakeholders and internal teams, ensuring key decisions or challenges are documented in Monday.com. Open communication keeps everyone aligned and prevents miscommunication.

Best Practice: Establish communication plans early and keep stakeholders informed throughout the project lifecycle.

3. Ownership & Leadership in Projects

Project leads should take ownership of tasks, make decisions proactively, and escalate issues when needed. Proactive leadership helps resolve issues early and keeps projects on track.

Best Practice: Use Monday.com to document decisions and escalate challenges promptly.

4. Meeting Deadlines & Managing Bottlenecks

Complete tasks on time or flag delays early in Monday.com for adjustments. Identify and address bottlenecks during check-ins. Timely delivery ensures smooth project execution and builds trust with stakeholders.

Best Practice: Use bi-weekly check-ins to address bottlenecks and find solutions collaboratively.

5. Professional Development & Process Improvement

Engage in at least one professional development activity per quarter and identify one process improvement to work on. Continuous learning and process improvements help the PMO evolve and meet higher service standards.

Best Practice: Apply new skills from professional development activities to active projects.

6. Collaboration & Team Participation

Attend all scheduled meetings and participate in at least one team-building activity per quarter. Active participation strengthens team cohesion and promotes collaboration.

Best Practice: Use meetings as an opportunity to share ideas and contribute to team success.

7. Escalation & Issue Resolution Process

Use Monday.com to track and manage escalations when an issue cannot be resolved within the team. Timely escalation prevents delays and ensures smooth project flow.

Best Practice: Document escalation efforts and resolutions for transparency and learning.

8. Key Performance Indicators (KPIs)

KPIs provide measurable ways to track progress and guide improvements.

KPIs Include:

- Task completion rate of 85-90% on time
- 95% compliance with daily updates in Monday.com
- Positive stakeholder feedback and engagement

Guidance for Team Success

Regular weekly or bi-weekly check-ins will offer guidance, address challenges, and ensure everyone is aligned.

While these expectations provide structure, we encourage open communication if challenges arise—collaboration will help us find solutions together.

Continue using Monday.com as the primary tool for task management, communication, and collaboration. Bi-weekly check-ins and quarterly evaluations will track progress and provide feedback.

Training and Certification

The PMO supports professional growth through training and certification opportunities to ensure PMs are equipped with both technical and soft skills required for project success.

Desired Developmental Focus:

- **Project Management Expertise**
- **Soft Skills Development**: Leadership, communication, negotiation, and conflict resolution.
- **PMO Processes and Tools**: Training on specific PMO tools such as Monday.com, ServiceDesk Plus, and SharePoint.

- **Certification Preparation**: Guidance for certifications including PMP (Project Management Professional), CAPM (Certified Associate in Project Management), and CBAP (Certified Business Analysis Professional).

Certification Goals: PMO team members are encouraged to pursue certifications and complete annual training hours to maintain up-to-date knowledge and uphold PMO standards

IT PMO Process

Project Intake

Project Intake Forms:

Intake forms capture essential information about the request, including purpose, impact, and strategic alignment. These forms provide a baseline and some clarity on "next steps", helping steer the request in the right direction and collect additional information.

1. Tech Adoption Requests
2. IT Process Improvement & Automation Requests
3. IT Project Requests

Tech Adoption Committee:

The Tech Adoption Committee evaluates new technology proposals, considering feasibility, security, available solutions, and alignment with campus needs. This process ensures that only compatible, strategic technologies advance to IT Governance for final approval.

- **Purpose**: Initial evaluation of new technologies and tools for campus use.
- **Responsibilities**: Review applications, software, hardware, or tools, offering recommendations based on viability and alignment.
- **Membership**: Includes IT staff with expertise in campus IT needs and current inventory.

PMO Process Map - Internal

PMO Process Map - External

Project Lifecycle

The project lifecycle consists of five key stages, each providing structured steps and expectations for project teams to follow. This process ensures alignment, accountability, and strategic value at every phase.

Each phase of the lifecycle includes a "stage gate" review, allowing the project managers and PMO team to ensure alignment and readiness before progressing to the next phase.

Project Lifecycle Phases:

Initiation
Goal: Establish foundational resources, define the scope, and obtain initial approvals.

Activities: Define project scope, secure preliminary resources, set a timeline, identify stakeholders, and obtain necessary signoffs.
Templates: Project Charter, Stakeholder Registry.

Planning
Goal: Develop detailed plans for project execution, including timelines, resources, and budget.

Activities: Break down tasks, set milestones, finalize the budget, assign resources, and identify the critical path.
Templates: Project Plan, Scope Statement, Risk Log.

Executing
Goal: Conduct regular reviews to ensure project adherence to scope, budget, and schedule.

Activities: Hold regular stand-ups, monitor progress, address blockers, and adjust as needed.
Templates: Status Reports, Change Request Form.

Monitoring & Controlling
Goal: Review project progress against established metrics and adjust as necessary to manage risks.

Activities: Track progress with weekly reviews, update project management tools, assess risks, and implement corrective actions.
Templates: Risk and Issue Log, KPI Tracker.

Closure
Goal: Complete project activities, document lessons learned, and release resources.

Activities: Conduct a post-project review, document lessons learned, finalize reports, and obtain project sign-off.
Templates: Closeout Report, Lessons Learned Document.

Methodologies

The PMO uses a blend of Agile and Waterfall methodologies, as well as an Agile-Waterfall hybrid, allowing flexibility based on project scope and needs. Below is an overview of each methodology with use cases to guide selection.

Agile-Waterfall Hybrid

A blend of Agile's iterative flexibility and Waterfall's structured planning. Used for projects that require a phased approach but benefit from iterative development in execution.

Other Methodologies

- **Agile:** Iterative and incremental, emphasizing flexibility, collaboration, and delivering functional increments frequently.
- **Waterfall:** A sequential approach that progresses through defined phases, suitable for projects with clear requirements. Used for projects with stable, well-defined requirements where detailed upfront planning is possible.
- **Scrum**: An Agile framework using Sprints and defined roles like Scrum Master and Product Owner. Best for rapid development cycles.
- **Kanban**: Visualizes workflows and emphasizes continuous delivery. Ideal for teams managing a high volume of tasks.
- **Lean**: Focuses on reducing waste and optimizing efficiency. Works well for projects with strict budget or resource constraints.

Tools and Systems

The PMO utilizes a range of tools to streamline workflows, manage resources, and enhance communication within the project lifecycle.

- **ServiceDesk Plus**: Used for project intake, ticketing, and as a knowledge base.

- **Teams and SharePoint**: Facilitates collaborative governance, document management, and strategic process tracking.
- **Monday.com**: Central platform for project management, including task tracking, timelines, and communication.

Monday.com Process for PMO

Project Approval and Intake

1. **Project Approval:**
    - Project is approved through the SDP & Governance.
    - Project is rated based on predefined criteria.
2. **Project Intake:**
    - PMO member who was assigned to the SDP ticket completes the "Project Intake from SDP" form, found under the 'Project Intake & Approvals' board.
    - The form is submitted and automatically added to the "Project Intake & Approvals" board under the "New Requests" group.
3. **Review and Approval:**
    - Designated PMO member (currently Director of Project Management) reviews the project.
    - Status is marked as either "Under Review" or "Approved".
    - Automation moves the project to the corresponding group based on status.

Project Initialization

4. **Board Creation:**
    - Upon approval in the Project Intake & Approval board, automation creates a new project board from a predefined template in the PMO workspace, under the "Incoming Projects" folder.
    - PMO member links the project to the project portfolio (new task for this is automatically created under PMO Tasks board).
    - Project is sorted in the portfolio based on governance rating (sorting is automatic but can be manually adjusted using the 'sort' function).
5. **Project Manager Assignment:**
    - Director of Project Management assigns a Project Manager (PM) to the project.
6. **Template Loading and Documentation:**
    - PM loads relevant templates (charter, plan, risk register, stakeholder register, communication plan) from the PMO Templates workspace.
    - PM moves these documents to the appropriate workspace based on Sponsor/division, creates a project folder in the PMO Document Library & in the Monday.com workspace, moves it out of "Incoming Projects" folder in the IT PMO workspace, and starts documentation
7. **Initial Setup:**
    - PM collects all necessary information.
    - PM acquires sponsor signatures on the charter and plan.
    - PM sets the cadence for updates to stakeholders and the sponsor.
    - PM enters timelines, tasks, milestones, etc. in the project board.

Project Execution

8. **Ongoing Updates:**
    - Updates are posted per task in Monday.com every time the project/task is being worked on, any changes, happen, etc. These updates are at a minimum once a week.
    - PM or Director of Project Management connects the portfolio item with the Project Intake & Approvals board.
    - Project is actively managed and updated throughout its lifecycle.

Project Closure

9. **Closure Initiation:**
    - When the project is completed, PM changes the project status to “closing”.
    - PM ensures all documentation is completed and signed.
10. **Final Steps:**
    - PM marks the status as “closed”. Automation moves the portfolio item to the “Closed Project” group within the portfolio.
    - PM moves the project to the PMO Closed Projects workspace.
    - PM transfers the project folder to the __Closed Projects in the PMO Document Library.
11. **Satisfaction Survey:**
    - Automation creates an item in the “Satisfaction Survey” board.
    - Director of Project Management sends the survey form to the PM.
    - PM sends the official closure email with the survey to the sponsor and/or project lead.

Documentation Management

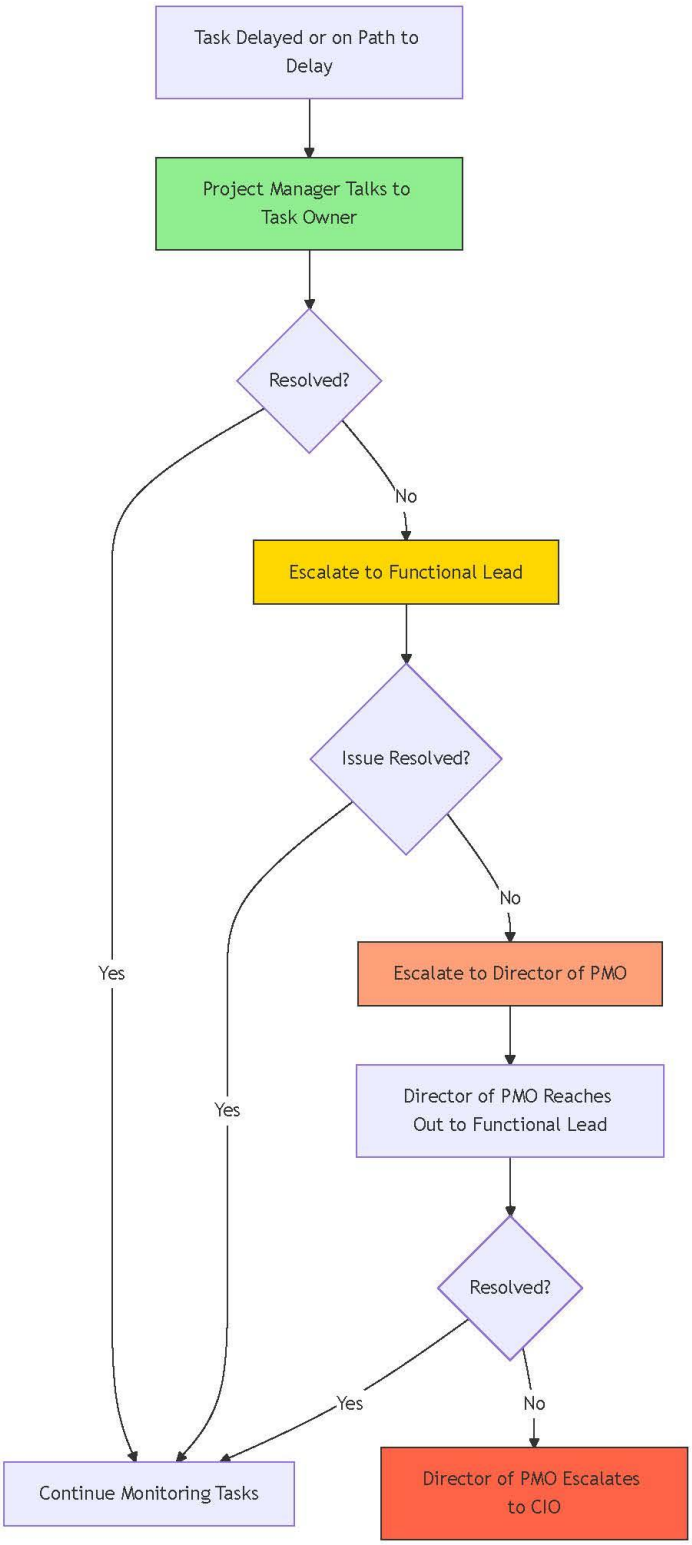
- All project documentation is maintained in the PMO Document Library (__Projects).
- During closure, documentation is moved to the __Closed Projects section (__CLOSED PROJECT).
- Documentation is regularly reviewed and updated as needed to ensure compliance and completeness.

Escalation Path for Project Delays

In the event that a project task is delayed or shows signs of delay, the following escalation path should be followed to address the issue promptly and efficiently:

1. **Initial Project Manager Check-In**
   As soon as a delay or potential delay is identified, the Project Manager should reach out directly to the Responsible Person for the task. The Project Manager’s role here is to determine the cause of the delay, offer support, and facilitate a solution.
2. **Escalation to Functional Lead**
   If the delay cannot be resolved through the Project Manager’s direct engagement, the Project Manager should then escalate the issue to the Functional Lead overseeing the responsible team member. The Functional Lead will work to resolve the issue by addressing any resource, technical, or workflow constraints.
3. **Director of PMO Involvement**
   If the Functional Lead is unable to resolve the issue, the Project Manager will escalate the matter to the Director of the PMO. The Director will assess the situation with the Functional Lead, provide additional support if necessary, and work to ensure that a solution is identified.
4. **Final Escalation to CIO**
   If the issue remains unresolved after the Director of PMO’s involvement and if there is no response from the Functional Lead, the Director of PMO will escalate the issue to the CIO. At this level, the CIO will take any necessary steps to address the delay, potentially reallocating resources or reprioritizing tasks to ensure project continuity.

Throughout this process, the escalation should be documented, and all parties involved should be informed at each stage to maintain transparency and clarity regarding actions taken and further steps needed.


Task Delayed or on Path to Delay
Project Manager Talks to Task Owner
Resolved?
No
Escalate to Functional Lead
Issue Resolved?
No
Escalate to Director of PMO
Director of PMO Reaches Out to Functional Lead
Resolved?
Yes
No
Director of PMO Escalates to CIO
Yes
Yes
Continue Monitoring Tasks

Project Portfolio Management

Effective portfolio management helps align projects with Colorado College's strategic goals, optimizing resources and ensuring project success. The PMO's portfolio management process involves continuous evaluation, resource allocation, and balancing of projects.

Objectives: Aligns projects with strategic objectives and institutional values and ensures efficient resource utilization. Maintain a balanced mix of long-term and short-term projects, managing risk across the portfolio.

Portfolio Management Process:

Alignment with Strategy:
Each project should demonstrate alignment with college objectives, contributing to long-term institutional success.

Balancing the Portfolio:
The PMO ensures a balanced project mix, including various risk levels and project types to create a resilient portfolio.

Regular Reviews:
Weekly reviews gauge project performance, identify challenges, and re-assess alignment and resource needs.

Resource Allocation:
Resources are allocated based on project priority and complexity, with adjustments made as necessary to ensure optimized resource use.

Templates and Documentation

Templates are essential to standardizing project management processes within the PMO. Each template guides PMO staff through specific project phases, ensuring consistency and completeness across projects.

Key Templates:

Intake Forms

Project Charter

Project Plan

Communication Plan

Risk Register

Stakeholder Register

Closing Document

Lessons Learned Document

Document Storage and Access:

All project documents are stored in SharePoint, organized by project and phase. Project templates are accessible through Monday.com and organized within the PMO site for easy access.

Communication Best Practices

Clear and consistent communication is key to PMO's success and stakeholder satisfaction. This section outlines best practices for both internal and external communication.

Internal Communication

PMO Web Updates
Regular updates on the PMO website provide project statuses and successes.

Team Meetings
Weekly or bi-weekly stand-ups, status reviews, and updates ensure alignment.

Platform Updates

Monday.com boards, Teams, and emails for task management and regular communication.

External Communication

Stakeholder Presentations
Regular presentations inform stakeholders about project progress, impact, and outcomes.

Campus Newsletters
Sharing project updates and PMO achievements in campus-wide newsletters.

ITS Website PMO Section
Provides accessible information on current projects, resources, and contact points.

Project Status Reports
Tailored to project sponsors and major stakeholders based on the communication preferences outlined in the project charter.

Regular Project Meetings
Scheduled meetings for project teams and stakeholders to discuss project updates, questions, concerns, and next steps.

Key Performance Indicators (KPIs)

KPIs and OKRs help track the PMO's performance*, ensuring projects align with goals and meet quality standards.

Key Performance Indicators (KPIs)

- **On-Time Delivery**: Target of 90% of projects delivered on schedule.
- **Task Completion Rate**: Target of 90% of tasks completed on time.
- **Budget Adherence**: Target of 80% of projects staying within budget.
- **Scope Adherence**: Target of 80% of projects remaining within scope.
- **Stakeholder Satisfaction**: Measured through periodic surveys of students, faculty, and staff.
- **Project Intake Cycle Time**: Time from project request to approval.
- **PM Utilization Rates**: Measures PM time allocated to productive project work.
- **Training Hours Completed**: Annual training targets for team members.
- **Certifications Attained**: Percentage of PMO staff with relevant certifications.

Budget and Resources

The PMO allocates resources and manages budgets to maintain efficiency and ensure projects align with financial goals.

Common Budgetary Needs

- Software Licenses for project management and collaboration tools (e.g., Monday.com, ServiceDesk Plus).
- Training & Conferences/Professional development for PMO staff.
- Certification Costs: Support for PMs seeking professional certifications.
- External Contractors, ired as needed for specialized support.
- Personnel: Project Managers, Business Analysts, Project Coordinators, and support staff as needed.
- Technology: Access to collaboration platforms, document management systems, and analytics tools.

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Rollout Roadmap

The rollout roadmap ensures a phased, manageable implementation of PMO processes and methodologies. This roadmap allows the PMO to gradually establish itself as the college's primary IT project management resource.

Phase 1 - Setup (Months 1-3)

- Finalize PMO processes, templates, and tools.
- Select methodologies for common IT projects.
- Develop core project documentation templates.
- Configure project management tools (e.g., Monday.com).

Phase 2 - Pilots and Training (Months 3-6)

- Identify pilot projects and teams.
- Run pilot projects through PMO processes, gather feedback.
- Develop and deliver PM training curriculum.

Phase 3 - Scaling and Optimization (Months 6-12)

The roadmap starts with pilot projects, scaling up as the PMO grows and optimizes its processes. Continuous improvement will drive long-term success and adaptability.

- Expand PMO intake to campus stakeholders.
- Provide abbreviated training for key stakeholders.
- Identify and implement process improvement opportunities.
- Increase stakeholder communication and engagement.

Phase 4 – Ramp up Operations and Intake (Months 12-24)

- Transition to full operations
- Monitor and adjust processes and procedures
- Identify and implement process improvement opportunities.

Quick Reference Guides

Quick reference guides offer simplified overviews of key processes, supporting staff in everyday PMO tasks.

Guide Types:

- **Process Flow Diagrams**: One-page overviews of critical PMO processes.

- **Cheat Sheets**: Summarized steps for specific project activities.
- **Checklists**: Key tasks for common procedures like project intake, planning, and execution.
- **Infographics**: Visual aids for easier understanding of complex workflows.

Glossary

To ensure a shared understanding, the following terms are frequently used within the PMO:

Acceptance Criteria: Conditions that must be fulfilled before a deliverable is accepted.

Activity: A scheduled task or set of tasks performed within a project.

Backlog: A prioritized list of tasks or features to be completed, often used in Agile projects.

Baseline: The approved version of a project plan, used to measure and compare actual progress.

Bottleneck: A point of congestion or delay in a project that slows progress and affects timelines.

Change Control: A process for managing and approving modifications to the project's scope, schedule, or costs.

Critical Path: The longest sequence of dependent tasks that determines the minimum project duration.

Deliverable: A specific product, result, or capability required to complete a project phase or the entire project.

Dependency: A relationship between two activities, where one task depends on the completion or start of another.

Gantt Chart: A visual timeline that displays tasks, their durations, and dependencies within a project.

Issue Log: A documented list of project issues, tracking their status and resolution.

Iteration: A short, repeated development cycle that delivers parts of the final product incrementally.

Key Performance Indicator (KPI): Metrics that measure progress toward achieving project objectives.

Lessons Learned: Knowledge gained during the project, used to improve future projects.

Milestone: A significant event or checkpoint in a project, marking progress.

Project Charter: A formal document that officially authorizes the project, defining its purpose, scope, and participants.

Project Manager: The individual responsible for leading the project team and ensuring the project meets its objectives.

Project Plan: A comprehensive document outlining how the project will be executed, monitored, and completed.

Project Team: A group of individuals working together to achieve the project's goals.

Risk: An uncertain event that could positively or negatively affect project outcomes.

Scope: The defined work needed to deliver a product or service with specific features and requirements.

Scope Creep: The uncontrolled expansion of a project's scope without corresponding adjustments to time, budget, or resources.

Sponsor: An individual or group providing financial resources, support, and strategic direction for the project.

Stakeholder: Anyone who has an interest in or is affected by the project's outcome.

Work Breakdown Structure (WBS): A hierarchical breakdown of the project's scope into manageable tasks or components.